

From: "Luis Gonzalez" <LGonzalez@RODGERS.com>
To: "Caroline Seiden" <CSeiden@gaitthersburgmd.gov>
Date: 03/17/2006 1:58:11 PM
Subject: RE: Casey East

Good afternoon Caroline,

I hope all is well. I apologize about the readability of the PDF. I have attached a clean layout that is more legible. The information you requested is as follows:

Building A: 5-story condo (85 dwelling units) and 5,500 SF of mixed use
retail/restaurant and parking deck.
Building B: 1.5-story restaurant (8,000 SF)
Building C: 7-story condo (140 dwelling units), 4,000 SF retail, 6,000 SF restaurant and
parking deck
Building D: 1.5-story restaurant (8,000 SF)
Building E: 1-story retail (3,500 SF) and restaurant (1,500 SF)
Building F: 2-story retail (47,500 SF including 2,000 SF of restaurant)
Building G: 1.5-story retail (3,500 SF) and restaurant (1,500 SF)
Building H: 1.5-story restaurant (7,200 SF)
Building I: 1.5-story restaurant (6,200 SF)
Building J: 1-story retail (4,100 SF)
Building K: 3-story office (60,000 SF) and parking deck
Building L: 1.5-story restaurant (7,200 SF)
Building M: 1-story retail (2,700 SF)
Building N: 1-story service station (4,800 SF)
Building O: 1.5-story mixed use office/bank (4,100 SF)
Building P: 2-story mixed use office/retail/public (28,000 SF)
Storage: 1,200 SF
Building Q: 1-story elderly care (10,000 SF)
Building R: 9-story condo (157 dwelling units) and parking deck
Building S: 1-story mixed use office/bank (6,000 SF)

Please feel free to contact me if you have any questions, comments or concerns. Thank you!

Luis Fernando González, ASLA
Rodgers Consulting, Inc
19847 Century Blvd., Suite 200
Germantown, MD 20874
(O) 301.948.4700 (F) 301.948.6256

-----Original Message-----

From: Caroline Seiden [mailto:CSeiden@gaitthersburgmd.gov]
Sent: Friday, March 17, 2006 1:08 PM
To: Luis Gonzalez
Subject: Re: Casey East

Luis:

The written descriptions of each lettered building in the land use plan (sq. footage, units, # of stories, etc.) is illegible on the pdf files. Could you forward me a clearer version or provide me with a description of each building? Thanks!

Caroline

Caroline Seiden
Planner
Staff Liason to Board of Appeals



PARTIAL TRANSCRIPT OF

JOINT WORK SESSION

ON

Z-301, Proposal to Rezone 40.10 Acres of Land, Currently Known as Casey East (Parcels P360, P563, And N455) Located at the Northwest Intersection of MD Route 355 (North Frederick Avenue) and Watkins Mill Road, in the City of Gaithersburg, From the Existing I-3 (Industrial Office Park) Zone to the MXD (Mixed Use Development) Zone, in Accordance With §24-196 (Map Amendments) of the City Code and **SDP-05-003**, Applicant Requests Approval for the Schematic Development Plan (SDP), Known as Casey East (Parcels 360, 563 and N455) in Gaithersburg, Maryland. The Proposed Plan Includes a Mix of Uses, Including 303 Residential Units, and Office, Restaurant, Retail, Service Station, and Public Uses on Approximately 40.10 Acres of Land. The Subject Property is Located Northwest of the Intersection of Maryland Route 355 (North Frederick Avenue) and Watkins Mill Road, the Applicant is also Requesting a Change From the I-3 (Industrial Office Park) Zone to the MXD (Mixed Use Development) Zone

BEFORE THE

CITY OF GAITHERSBURG

MAYOR AND CITY COUNCIL

and

PLANNING COMMISSION

on

January 9, 2006

Transcribed by
Doris R. Stokes



PARTICIPANTS

CITY COUNCIL

Mayor Katz
Council Vice President Schlichting
Council Member Alster
Council Member Edens
Council Member Marraffa
Council Member Sesma

PLANNING COMMISSION

CITY ATTORNEY

Cathy G. Borten

STAFF

Planner Caroline Seiden

SPEAKERS FROM THE PUBLIC

Jody Kline
Gary Unterberg
Wes Guthrie

Katz Caroline, are you going to explain to us what we are going to be doing?

Seiden This is a joint work session on Z-301 and SDP-05-003. They were the subject of a consolidated public hearing back in June 20, 2005. Since that time, the applicant has done some work on the plan and is here to present it again. And the record remains open indefinitely. Jody Kline is here on behalf of the applicant to present the plan.

.....Presentation from Jody Kline and Gary Unterberg

.....Questions and Comments from the Mayor and City Council and Planning Commission

Hopkins Isn't there any concern that there isn't really direct access to the police station. If you think about the drive out leaving there, if one of the drive outs, if somebody backs out and gets in the way.....

Katz It was a terrible configuration when you showed it last time and I don't think it's changed. You had to make a u-turn I think last time to get in there.

Unterberg Well, this primarily has not changed from last time. We talked about there is potential due from Watkins Mill Road, a direct access from Watkins Mill Road if that is desired by the Police.

Schlichting I guess I must have missed something. I thought the construction of Watkins Mill Road was part this package, for this project. So that is why I am curious.

Unterberg Well let me back up. The construction of Watkins Mill Road to this entrance is part of this package.....and that was

Katz But that is from 355, that's not from 270.

Unterberg Correct. But this would be several of the lanes for Watkins Mill Road and that would give access from 355 to this main entrance and then back to internal street.

Schlichting So police officers would not have to go through the internal streets?

Unterberg Correct.

Katz Except they would because there is no direct access from Watkins Mill Road the way it is being shown now. The only way they can get in there would be....which means they would have to drive back into whatever that is, the parking lot or whatever that is.

Unterberg Now if a ramp was added that came in this location, it was worked in with the layout for the building that is something we can look at.

Sesma` Well the egress is just as important as the ingress. Probably more so. If there was an emergency at the service station, you would basically block that entire (inaudible).

Unterberg That is something, both in and out we can look at for this area.

Schlichting I had another question which was kind of triggered by your elevations, the long elevations along 355 and along Watkins Mill Road. I understand, and obviously, I think this project has come a long way and you have paid a significant amount of attention to the streetscape of the interior roads of the project, but the 355, Watkins Mill Road appears to be mostly trees. Obviously, trees loss their leaves in the Winter and I guess I'm asking, is that the approach, effectively kind of burming the project from the roads or

are you intending to have some level of streetscape in the architect as well?

Unterberg The architecture will be four-sided and there will be a level of detail along 355 and Watkins Mill Road that shows that detail. We know the trees aren't going to be there year round. There is additional buffer or space for planting on 355. This is 355; there are additional spaces, roughly 50 feet of planting along 355. There is less space Watkins Mill. The buildings need to four-sided and have that level of detail. So from each side, it looks like a front and has some detail.

Schlichting And just one final question. What is the acreage of all of the, I guess it's mostly wetlands, the stream valley buffer, open space?

Unterberg There is roughly about 10 to 11 acres.

Levy Gary, is any of the parking in these buildings underground?

Unterberg Yes. The grading is such that it may be at grade on one side, but also walks out or exposed on a lower side. For instance, this is a ridge where Main Street and the grade falls down to the stream valley, so with the building on grade at the street, one or two or maybe even three of the parking levels may be exposed out to the stream valley.

Levy Building A, how many levels are going to be facing out on 355?

Unterberg That we would have to take a look at because there may be one or two levels facing out to 355, because again, this is higher and 355 is lower.

Levy One or two levels of.....so it could be seven levels exposed on 355?

Unterberg Correct.

Levy Ok. I got that you are going to have Building P in the second phase, what were the other buildings.

Unterberg Actually K, N, and O will be in the second phase and that is what is proposed on the.....

Katz And K is a parking garage, what is K?

Unterberg K is a parking garage with office and hotel over top of it. And we need to take a look at that and how would, how the parking works because there is roughly 100, 120 spaces that we need to incorporate to make the first phase work.

Levy So all the residential would be in phase one?

Unterberg Correct.

Edens I don't remember exactly what the old plan looks like, but I am having a hard time understanding the rationale for a lot of the change in the elements, particularly why the residential has increased I guess 50 percent from previously numbers? As I recall, on a previous plan, at one point, one thing that I understood you were trying to do is bring more restaurant uses to this area and now we got restaurant row with four restaurants. I just don't understand why these changes, why you have taken it from a concept to this? And I don't understand the, one interest of the City and that much residential on the site. I mean it's incredibly dense, both from the office perspective and everything. And the greenspace that you have allocated here is unbuildable area anyway. You are (inaudible) this performing park that is a quarter of an acre which is smaller than most residential single family lots. I don't understand.

Unterberg Let me walk you through a little bit of the thought process. Part of it was at the last presentation, some of the comments were made that there is too much surface parking and it look too much like Milestone and with that we went back, regrouped, put our heads together. Also look at how we could take this site, compliment the surrounding area which is primarily office and incorporate a greater mix of uses. Also get rid of a majority of the surface parking with these four structured parking decks, a little over 80 percent of all the parking is in structure. And that also includes the surface for the police and the surface for the public site here. So what we tried to do is create an (inaudible) building. Get rid of as much surface parking as we can and then we went back and re-evaluated the mix. We did lower the amount of office, but that raised the amount residential. Primarily, the biggest amount of residential added was a senior component or an age restricted residential component. So we tried to provide (inaudible) street with parking, with parallel parking and the street edge and then again restaurant row. I believe we had five freestanding restaurants before and now we are at four. So we did get rid of one restaurant. Again, I think there is a good mass in this location.

Katz I think it was more than that.

Levy I think you originally came in with I think 13 restaurants, claiming that you had bunch of them pretty much on board. That was the original plan. This was going to be restaurant driven site. And because the State had changed the law Gaithersburg could have a third restaurant in Montgomery County, that was.....

Unterberg What we will have, I will go back and look at the numbers, but the freestanding restaurant of the sit down, white table cloths, the other retail mixed used area can incorporate some of the smaller restaurants, the sandwich shops, the coffee shops, some of those other uses that we did

have in the plan before. But I can verify the number of restaurants and see how we (inaudible).

Marraffa I was going to ask that question, I think you just answered it, but nothing precludes restaurants and so forth, going in the other commercial areas. It's just space and availability?

Unterberg Correct, but we will have to look at the parking numbers. The store fronts are smaller spaces that would have a smaller establishment versus these four larger buildings.

Marraffa I don't have the exact figures, but it seems to me somewhat similar to the one they have in Germantown now, Black Rock, we've been to a couple of the outdoor concerts. I don't have any idea, do you have any idea?

Unterberg That number I don't have. I did take a look in the Kentlands, Lakelands to see if there is something comparable. And the market pavilion on Main Street, that's about three-tenths of an acre. This is .25 a little bit smaller, where they have the farmers market on Main Street. That is a little bit bigger than this. But again, (inaudible) with buildings around it, that would be something comparable.

Katz Black Rock has a building and this is strictly an open space.

Alster I had some similar concerns with the increase in residential at the expense of office and not really understanding exactly how that works. I guess what really struck me and I did not remember it before was two cottages. It just seems like it's kind of just sat there. I don't know what that does except some way of using some space, to have two cottages and a whole series of townhouses there. When I thought that the intensity here was suppose to be restaurants that were backed up by offices that would

provide usage not just during the day, but also as almost destination in the evening. It seems like we moved away from that now towards a rather significant residential component. I don't know how much of 270 is intended to be a barrier, a separation, but we already gone through a design effort on the other side which has a significant amount of residential already that conceivably could support restaurants and other retail businesses here. And not to take away from some of the things that you've done, the retail in the first level and kind of tying those into streetscapes. There is a lot here that is all very attractive. But the intensity of the residential at the expense of office space, I'm really not comfortable with.

Unterberg Well, just some of the thought process again was that, we wanted to give 24 hour activity and that's including the residential. And that also complimenting the office that is either built or planned for the future on the adjoining site. The two cottages were added to compliment the clubhouse in this location. We could have done one row of all townhouses and get rid of these two cottages. Just trade off two townhouses. That is something we will look and look at the design in that.

Alster Who does that clubhouse serve?

Katz My question exactly. It's on the other side of the main entrance.

Unterberg That would be for this hub of residential. We do show a pool and a recreation facility for Building R that would stand alone. And then this clubhouse would serve the residential on this end.

Schlichting What is strange about that is that should play out as the core, the hub of the social life for the residential. And the same kind of awkward thing that the terminus of the main entrance of the only signalized intersection will be there for a long time, that (inaudible) is a townhouse. So with little

residential life they have on the street is completely interrupted by all of the traffic coming in.

Katz Unbelievable. I don't know why you designed it that way.

Edens I don't know what anyone would want to live there.

(unknown) Can I also bring up that fact that if you are looking at future use, that component where the proposed police station would be, that would be a main entrance way into area, because in the future when you do open the exit or the entrance ramp from 270, would that not be the actual main entrance into Gaithersburg as you are coming from Frederick.

Katz Well it would be one of them. I mean you would also have Montgomery Village; you will also have Quince Orchard Road. This would certainly be an additional one. And maybe the most important one.

Levy I don't understand the phasing on this either. You are going to put all of the residential in initially and where are these cars going? They are going to have to get out on 355 and go down to Quince Orchard Boulevard to get onto 270. Crowding that would be already vastly overcrowded as I understand, the project on the other side that Stan referred to, they are phasing is based on the creation of that interchange. And you are ignoring the interchange even though I think this project sells residential by being close to the interchange. You don't anyway to get people up onto 270 other than to skirt them around and throw them in with all the other traffic trying to get onto Quince Orchard Boulevard.

Katz I guess we should go to the traffic and then we will come back to it.

Marraffa Well Lenny made an excellent point.

Sesma Relating to traffic, can you tell us how many parking places are planned for the entire area?

Unterberg Sure. This is from one of the sheets in the schematic development plan and there is a whole series of charts on parking. And we do apply the mixed use parking scenario to those uses that we can and overall, we are parking the residential not sharing the parking required are 899. The shared parking with the office, the retail, the restaurant, the elderly senior center. We are sharing part of the public use down here, but part of the police station program where there are ## for a separate gated parking lot that is set aside. So overall with everything, the grand total, we are required to have 1,872 spaces. We are showing 2,028 spaces. There is roughly a surplus about 60 spaces in garages and some of the residential buildings. And then there are a number of 60 spaces set off to the side for the police station. So when you take those out, we have a surplus of about 36 plus or minus spaces.

Sesma And then what proportion are surplus as opposed to structured parking?

Unterberg Actually, the 2,028 total, there is 1,504 in garage and that's about 80 percent garage, 20 percent surplus.

Katz Say the number again, you have how many in total?

Unterberg Well when I take this percentage, I was not counting some of the spaces. If you take the 1,500 of 2,000 you get 75 percent.

Katz And what did you say was the shared parking?

Unterberg The shared parking comes into play with the retail, the restaurant, the office uses and the hotel. And applying the City's Code and the busiest for phase one as we proposed right now is busiest time is the parking on

weekends during the day and then as everything is built out, the busiest time is the evenings during the work day under the shared parking.

Sesma And the townhouses are not garaged?

Unterberg These are garaged townhouses and we parked all the residential (inaudible) side is not shared.

Edens How many accessed spaces did you say you had of what's required?

Unterberg Well if you take out the big of sea spaces here and then there is about another between the garages and some of the surplus in the garages for the residential, it's another surplus of about 60 for the residential. We have a surplus for the shared use component of 36.

Edens So you can't add any additional restaurant space.

Katz No you couldn't.

Unterberg No.

Sesma For your multi-family mix, what's the proportion of one, two and three bedrooms in that multi-family?

Unterberg We have no gotten into that detail yet. For the parking purposes, we are showing an average of two bedrooms per unit. There would be a number one bedroom, two bedrooms, and three bedrooms. On an average right now, we are showing all two bedrooms.

Marraffa Gary what is the possibility of those two (inaudible), especially expanding it if we have a use that needs more space?

Unterberg Particularly this one right here? We are showing that as one-story right now. It could go to two-stories. We would have to look at the parking again. But we do have, this lot is more than enough for this use right now and this is really the overflow for the shared uses right here.

Sesma And what is the square footage of that?

Unterberg We are at 7,290 square feet of this triangle shape building.

Marraffa The thing that I like about is in mixed use, I don't think it has been talk about enough, but we do have a very large complex just south on the other side of Watkins Mill. Having this residential, to me this is the way the urbanism is now going. If you look at Market Square and Lakelands and so forth, the thing that makes us so successful is the walking traffic, along with the driving traffic. I just got back from Boston up in Cokely (sp?) Square and what they just done up there, they added a number of residential areas. So the urbanism is really coming in. If you have people living there, you almost build the success of bringing in good restaurants and good quality businesses. So, I'm thinking maybe it's a good thing. I kind of like that idea, especially with all the green space we have. Most of the residential that you have (inaudible) coming in from the senior center, which we've all talked about, it's a good thing for Gaithersburg, we have number of them that seem to be very successful. I would like to see and I said it last time, the only thing that I think you need to really pursue is the in and out for the police station. I think if you did that that would solve an awful lot of the problems that we are bring up. If we keep some of the traffic off the rest of it. As fair as I'm concern, that's the only negative I see.

Edens We had a discussion at our retreat on Saturday about our Master Plan and our themes, asking that from this point forward that any project that comes in that we get an analysis of how the project furthers us achieving the

objectives that we set forth in the Master Plan. I would like to see that done here because it is not obvious to me how this gets us anyway near where we envision for the City and if anything it suggest to me that it's a few steps backward. So I'd appreciate that analysis.

Schlichting I glad you brought that up Geri, because I did go through the themes after our retreat because we had discussion. One of the primary, the first theme is all about mixed use development and I think from that perspective, a project of this density, of this character, may not fit in with all the themes that we have in our Master Plan, but it certainly applies to mixed use development as Henry brought up. And I think that, as I said earlier, I think that this project has come along way. I will agree with a lot of the comments tonight with regard to the townhouses and the cottages and the location of the clubhouse. I think that definitely needs work and I am not even sure that, certainly the cottages look odd and the townhouses might not be compatible either. I think there does need to be a lot of work on this plan and I know that we still have to talk about the traffic and we still have to go to the public, but I don't want us to loss sight of the other public benefits which are the dedication and the construction of part of Watkins Mill Road. The police station and I understand that we have a letter from Bruce Romer, the Chief Administrative Officer of Montgomery County that this is an ideal location for the police station. I do think as Henry pointed out, we need to work on the access as everybody pointed out. I'm excited to see a public building on the project that could potentially be one of the capital projects that we talked about at our retreat. Most notably we talked a good deal about a possibility of a new senior center. And I think this might be a tremendous location for that. Also, while the, Geri pointed out that the passive parkland really is unbuildable, there still is a lot of it. There is over 25 percent of the project is passive open space which we also talked about at the retreat. And then another exciting component, again in line with what we talked about at the retreat was, perhaps this could be an exciting opportunity to launch

affordable housing project model for the City of Gaithersburg. So I think that is an exciting possibility.

Katz Ok. Unless there are other questions, I would like to go to the traffic route and then come back.

Alster Just one more thing. I think the idea of the green space, the (inaudible) park is great and having retail around that makes it even more attractive for a place for people to be able walk to and be there. What concerns me is when we just went through the parking, I'm not sure with an excess of 36 parking spaces in that area, how much could be accommodated there in terms of retail and it something that you could look at when you go back and look at the numbers. And I know how difficult it is to build the parking in, but if we are going to talk about retail around that area, then there has to be accommodation for parking otherwise, it just words.

Unterberg That would be additional restaurants or just the retail in general?

Alster Retail with restaurants. You talked about coffee shops, sandwich shops.

Unterberg And that is something we can look at and see how the numbers work and with what's proposed if we have to add more.

Guthrie For the record, my name is Wes Guthrie, I president of the Traffic Group incorporated. We have untaken our preliminary traffic analysis and I will take just a few minutes because we have taken a long time so far. Let me say a few things. Number one, the comment about looking at how this project meets your goals and objectives, there are jurisdictions that do just that. They look at strengths and they look at weaknesses. And that becomes and sometimes opportunity, so that becomes a good way to test and to measure against other projects and what your goals and objectives are. As it relates to the police department, if we can make the

engineering grades work, it would then take tenacity on the part of the City to ensure that they given direction to the State Highway Administration to allow that right in, right out. From a traffic engineering point of view, and we can make it work, the amount of traffic that would generated by the police department, put a right, right out, I think that can work as the City has the tenacity to ensure that when the road is ultimately built and connected to the interchange, that they insist that that occurs. And what we've done so far is we have taken this plan and we looked at the traffic generation and we looked at the scope of the study that was requested by the City and it runs from Travis down to Quince Orchard, down to 124. And we looked at traffic with and without the interchange. And of course, you know the intersection at 355 and 124 is failing now. And it fails with critical lane volumes in the 1700 range. When take and you add in traffic from the other approved developments, that the City has approved including the 750,000 square feet for the monument property, when you add that traffic in, the critical lane volume go up to about 2,000. So with the development that has already been approved by the City, the intersection is to about 2,000 critical lane volumes without our project. When take our project and then you assume the interchange is in place, you get about 25 percent reduction. You drop down to about 1,500. You go from 2,000 without us and with the other approved developments. You add us and you add the interchange, you have dropped down to about 1,500. So there is about a 25 percent improvement at 355 and 124 with the construction of the Watkins Mill Road, 270 interchange. The other intersections that Travis, the right in and right out and Watkins Mill needs some minor improvements that would be the responsibility of this project. There would a traffic signal warranted at our entrance along Watkins Mill Road and that's a sufficient distance to both Route 355 and the 270 on and off ramp that that could work and be put in as part of the system. So if there is a good thing here from a traffic generation point of view is that with the interchange that would be built, that intersection of 355 and 124 sees a fairly significant improvement.

Katz And before it gets here, how much would your project add to the interchange that is now already over burdened?

Guthrie 355 and 124. Ok. In the evening we had 45 critical movements.

Katz In the evening you had 45 critical movements, Montgomery Village Avenue and 355?

Guthrie I'm sorry, that's with the interchange. Without the interchange, we add about 120.

Katz The 208,000 square feet of commercial. The 445 residential, adds 120 critical movements.

Guthrie We add about 120. We go to 2029 to 2158.

Katz How can that possibly be?

Guthrie Not everyone is going through that intersection obviously.

Katz So where are they coming from if that is the case? Everybody would have to come from 355, so they are coming from the north?

Guthrie You got them coming from the north, coming from the east, coming from the south and they are not all going through the intersection.

Katz So how are they getting there is they are not going through the Montgomery Village Avenue intersection?

Guthrie Some of them are coming across Watkins Mill Road through Montgomery Village, so they will be coming down Travis and then from north as well.

Katz So how many people would be actually at that hour, would be coming into your side from all sides?

Guthrie You want to know the total traffic generated?

Katz Yes.

Guthrie It's about 1,000 peak hour trips, 500 cars in, 500 cars out total for the site during the peak hours.

Katz And only 100 of us coming through Montgomery Village?

Guthrie No. As it relates to an increase in the delay critical lane volume. The traffic that's going through that intersection in the evening, we are showing is about 350 cars total. So it's about 35 to 40 percent is going to that intersection. From the critical lane volume it increases about 120, 130.

Edens And that intersection is already at what?

Guthrie It would be at 2,000 when we add in the monument office building.

Katz And with this you are saying that it would go to 2,200, is that what you are saying?

Guthrie I'm saying that it would go to just about 2,158 without the interchange.

Edens And that intersection is already....I thought it go improved a little bit.

Sesma And once the interchange is in, what's the critical lane volume going to be at Watkins Mill and 355?

Guthrie Watkins Mill and 355? It's in the 1,350 range with the project. The question was 355 and Watkins Mill.

Levy When you are doing these computations, you have the senior residents. Are you working on the assumption that those people are going to be putting traffic out during rush hour?

Guthrie No the assumption was that they are active adults versus seniors. So they are working. They are just not generating students or student trips.

Marraffa One of the key elements of this whole traffic thing is from day one is that the interchange is an absolutely necessity for Gaithersburg. And without that, everything is moot. We know that the critical lane volumes on the main intersection are going out off the charts. We have to have Watkins Mill. To get Watkins Mill, this contributes to a better portion of Watkins Mill. They go hand in hand; we have to keep that in mind.

Katz If we would say that this could not built until Watkins Mill was there, that could be a logic, but at this point, we are saying about 80 percent of this project is proposed before Watkins Mill Road and I-270 will be built.

Levy All the residential.

Katz All of it. Its two buildings or whatever. The hotel wouldn't be there because they are going to depend on the interchange for I-270.

Edens We talked about the themes John, in our themes we have a critical lane volume of 1,450. How in the world does this come close? I just don't understand.

Levy And I think another thing that we have to look at is when Watkins Mill comes in, we of the City are going to be putting more traffic onto 270 and I

think that we have some obligation to our own citizens who have to use 270 to get to work to make sure we are not making that so bad that they are crawling down.

Marraffa Lenny the key, if I understand him correctly, correct me if I'm wrong. If we don't do anything here, those roads go off the charts without us doing nothing. So we need to do something. We need to bite the bullet somewhere and that is my whole point.

Edens Do we have to make the situation worse?

(unknown) If you build it, they would come right.

Marraffa Let me make my point again. Did I understand you correct, if we do nothing, those intersections go off the charts. So doing nothing isn't the solution, doing something is the solution. It will take time and there will be some pain, but I want to make sure that that point is clear.

Guthrie If doing something means that this project provides the land for the interchange, then the answer is correct. Yes.

Edens If (inaudible) was building the interchange, I would buy your argument, but they are not.

Marraffa But the State will not build this if we don't have some hand in building the road. What do you want to do, it's a chicken and egg argument. We could argue all night long. If we told you anything, we are in trouble. We need to get some relieve down the road. We do have a pain threshold now.

Levy This is just going to add to the problem by putting all those houses before the interchange.

Katz What we are suggesting at this point is that Watkins Mill Road basically is a driveway for many years for this project. Maybe someday and hopefully it will be someday soon, the State will come in and build it and finish building the interchange area. But at this point, all we are seeing is Watkins Mill being a driveway for this property. And to me what we will be doing and I agree, we need to have Watkins Mill Road. We have pushed Watkins Mill Road for many, many years. But as far as we know, Watkins Mill Road won't be here for many years.

Unterberg But isn't the location of the police station at the intersection, Watkins Mill Road and 270, won't that be an (inaudible) for getting the interchange sooner rather than later.

Katz I would sincerely doubt it. I believe that is why the county is asking us to help them get the land. I think it's good to have a police station, a county police station in Gaithersburg. But where the 6th District is located now, I understand that it's small and has its difficulties for size wise. It seems to be functioning find for Gaithersburg.

Edens This property would have to be rezoned at MXD to a station.

Katz They could put that there now, but they will have to build the road.

Marraffa Well I think the county and its quest to have attractive businesses come to the City as we did with Medlummune and so forth will ensure that this gets built. I mean that's my thinking. They have to build it.

Sesma I think we have a large enough traffic and population to already justify the need for the road. We have been talking about that for a longtime. If that site is vital to establishing the police station then the county is going to have to be a bigger partner in helping to get that done.

- Katz I think the reality is, nobody with authority is saying if you have another 120 cars in the critical lane volume going through there, then we will go ahead and build it for you. We need it now, we will need in the future regardless of whether this passes or not.
- Sesma Do we know how many trips the new development in Montgomery Village is going to generate along Watkins Mill and Montgomery Village.
- Kline?? There is only development capacity in Montgomery Village for 650 persons. Montgomery Village has the cap on it. And that is actually the subject of much debate right now given the proposal (inaudible) golf course. So there is probably somewhere in the order of 300 to 4000 dwelling units possibly to still be constructed in the Village and it is capped out.
- (unknown) I would assume that if Watkins Mill from the Village increased its traffic, which it will, that Montgomery Village Avenue would go down significantly.
- Katz I don't know that I agree with that. I think we will have more traffic in both. Unless there are other questions, we are going to hear from the public.
- Kline Actually I was going to mention I wanted to wrap up. My last phrase was going to be, we are looking forward to dialogue with you to enhance the project. You beat me to the punch. You have already given us an awful lot of feedback, but going to Council Members Edens comment about why did we do what we did. I just want to kind of review this. When we originally came to you, the concept was there is a million square feet of office to the north of us. There are 750,000 of square feet of office approved on monument's property to the south of us. So we were thinking that we needed to have the uses that would serve that employment base so they didn't have to travel all over the place, so that is why we have the

restaurant pads and the banks and the sought of things that people would use, plus the office uses to go ahead and fill it up consistent with the Master Plan. When we brought that plan to you in June, it just was bland, it was static. It just didn't excite you at all. It wasn't the direction I been hearing the City going in the past. So we stepped back and you were far sighted enough to suggest that a planner come in to work with your staff. And a lot of the energy that we thought we were injecting into the plan came through the dialogue with ourselves, outside consultants and your staff. Maybe we misread you because we thought this (inaudible) village concept, introducing more residential was the thing that was going to make us more of an activated (inaudible) instead of just a one dimensional. I getting the sense that maybe we didn't quite read that correct, although we thought it was a bang up plan, we brought it to you. And you said why did we do that? Part of the reason was quite simply, the residential market is where there is an interest right now and every time we talk about something, somebody would say how about this public use and the public uses kept getting added on. I don't think

End of Joint Work Session

Z-301 and SDP-05-003

Transportation Demand Management Plan (TDMP)

CASEY EAST

Montgomery County, Maryland

3rd DRAFT

April 17, 2006

Prepared for:
Capstone Realty





Corporate Office:
Baltimore, MD
Suite H
9900 Franklin Square Drive
Baltimore, Maryland 21238
410.931.6600
fax: 410.931.6601
1.800.583.6411

Virginia
7853 Coppermine Drive
Manassas, Virginia 20109
703.365.8340
fax: 703.365.8341
1.888.365.8340

Delmarva Region
11202 Racetrack Road
Suite 102
Ocean Pines, Maryland 21811
410-208-4190
fax: 410-208-4192
1-800-398-4491

TABLE OF CONTENTS & EXHIBITS

• SUMMARY & AGREEMENT FOR PROGRAM	1
1A Characteristics of Employer TDM Programs	3
1B Weighted Average Trip Reduction	4
• TDM IN PERSPECTIVE	5
• THE "PROGRAM"	8
• THE "TOOLBOX"	11
• IMPROVED ALTERNATIVES	13
• INCENTIVES AND DIS-INCENTIVES	16
• ECONOMIC INCENTIVES	19
• ALTERNATE WORK ARRANGEMENTS – VARIABLE WORK HOURS	21

APPENDICES

APPENDIX A -	Area TMA's
APPENDIX B -	Montgomery County Commuter Services

Prepared by: Wes Guckert

JWG:smb
(F:\2000\2000-1107\Wp\TDMP2.doc)

SUMMARY & AGREEMENT FOR PROGRAM

EXISTING CONDITIONS

The City of Gaithersburg is positioned as a major transportation gateway for commuters from the surrounding region to pass through it, placing increasing pressure on the existing transportation infrastructure. One of these important gateways is the intersection of MD 124/MD 355, which acts as the entry and exit for I-270 as well as the major east/west connector for the City.

The MD 355/MD 124 intersection is congested and will continue to experience increases due to background traffic primarily from outside of the City's boundaries at an estimated 2% to 3% per year. To relieve this condition, the Maryland State Highway Administration, along with Montgomery County and the City of Gaithersburg, have targeted the construction of a new interchange at Watkins Mill Road and I-270, which will serve to provide both substantial relief to the MD 355/MD 124 intersection as well as providing the City with a much needed additional east/west connector over I-270.

Crucial to the construction of the interchange is the construction of the six-lane road leading up to the interchange, as well as portions of land for the interchange itself, which is proposed as part of the Casey East project.

Despite the Casey East project being phased to minimize the project's impact prior to the interchange's construction, the traffic analysis shows that development of Casey East will increase the CLV volumes by approximately 3% in the morning and 4.5% in the evening peaks.

The City requested The Traffic Group, Inc., on behalf of the developer, to propose an approach to work towards reducing trips flowing through the MD 355/MD 124 intersection prior to the new interchange's construction.

PROPOSAL SUMMARY

The proposal incorporates successful tools employed in Transportation Management Districts throughout the Country and, utilizing the developers' funding of \$500,000.00, initiate a Transportation Demand Management Plan (TDMP) with the goals of:

- *Reducing congestion;*
- *Better utilization of existing transportation capacity;*
- *Increased usage of public transportation;*
- *Reduce air and noise pollution; and,*
- *Promote bicycle and pedestrian access and traffic safety.*

With a well-executed TDMP, consistent advocacy by a Transportation Management Coordinator (coordination), and the resulting critical "buy-in" from area employers and employees, significant gains toward the goals listed above can be accomplished.

As stated in the Federal Highway Administration sponsored "Implementing Effective Travel Demand Management Measures" prepared by the Institute of Transportation Engineers (ITE):

"WITH THE RIGHT MIX OF TDM ALTERNATIVES AND STRATEGIES, A TDM PROGRAM AT INDIVIDUAL EMPLOYMENT SITES CAN BE VERY EFFECTIVE, REDUCING TRIPS BY AS MUCH AS 30% TO 40% IN RELATION TO BACKGROUND CONDITIONS. TDM PROGRAMS FOR INDIVIDUAL SITES CAN BE TAILORED TO WORKSITE CHARACTERISTICS, MARKET DEMOGRAPHICS AND TRIP MAKING PATTERNS."

We have attached a survey of the characteristics of successful existing TDM programs in use throughout the nation prepared by ITE as part of this report. While trip reduction can be up to 40% in locations within a CBD, among those TDM plans serving development in the outer suburbs and suburban business parks, trip reductions ranged from a low of 3.7% to a high of 31.2%. (See Exhibit 1a, 1b). The weighted average trip reduction was approximately 15.2% (Exhibit 18).

We have also reviewed information relating to TDM plans in numerous other jurisdictions in our region, including Arlington, VA, Montgomery County, MD, Anne Arundel County, MD, Howard County, MD, and Fairfax County, VA. While specific trip reduction numbers are typically unavailable, anecdotal evidence suggests that in each case, a well executed Transportation Management Plan does act to reduce trips in the areas, as viewed through increased usage of vans, carpools, and transit ridership.

FIGURE 1-1 CHARACTERISTICS OF EMPLOYER TDM PROGRAMS

Program	Vehicle Type Reduction	Travel Base	Type Area ^a	Preferred Reserved Parking	Restricted Parking	Parking Charges	Employer Support Levels			Legal Requirement	Employee Modal Split ^b			
							Transit	Carpool	Vanpool		SOV	Transit	Carpool	Van- pool
Transit	47.9%	10,000	CBD	YES	YES	YES	YES	HIGH	HIGH	NO	33%	36%	19%	8%
US West	47.1	1,150	SBD	YES	YES	YES	YES	HIGH	HIGH	YES	26	13	60	-
NRC	41.6	1,400	ISI	YES	YES	YES	YES	LOW	HIGH	YES	42	28	27	-
GEICO	38.6	2,600	SBD	YES	YES	YES	YES	MEDIUM	MEDIUM	YES	40	31	20	8
CH2M Hill	31.2	400	SBP	NO	YES	YES	YES	HIGH	HIGH	YES	54	17	12	-
State Farm	30.4	980	SBP	NO	NO	NO	NO	HIGH	HIGH	YES	68	-	31	2
Pacific Bell	27.8	6,000	SBP	YES	YES	YES	NO	HIGH	HIGH	YES	63	2	22	11
Hartford Steam Boiler	26.5	1,100	CBD	NO	YES	YES	YES	HIGH	HIGH	NO	40	36	21	1
Swedish Hospital	25.1	2,600	ISI	NO	YES	YES	YES	HIGH	HIGH	YES	33	44	23	-
Bellvue City Hall	25.8	800	ISI	YES	YES	YES	YES	MEDIUM	MEDIUM	NO	52	7	29	4
San Diego Trust & Savings	22.7	600	CBD	NO	YES	YES	YES	HIGH	HIGH	YES	44	37	14	-
Pasadena City Hall	21.0	360	SBD	NO	YES	YES	YES	HIGH	MEDIUM	YES	60	7	27	2
TransAmerica	20.0	2,700	CBD	YES	YES	YES	YES	MEDIUM	HIGH	YES	46	14	21	19
ARC0	19.1	2,000	CBD	NO	YES	YES	YES	MEDIUM	MEDIUM	YES	48	20	20	14
Verizon	17.7	3,200	SBP	NO	YES	NO	NO	MEDIUM	HIGH	YES	62	8	21	3
AT&T	13.4	3,890	SBP	YES	YES	NO	NO	LOW	LOW	YES	71	2	22	3
Ventura County	13.0	1,850	OSI	NO	NO	NO	NO	MEDIUM	MEDIUM	YES	69	2	23	-
COM/SIS	10.5	250	SBD	NO	YES	YES	YES	MEDIUM	MEDIUM	YES	54	18	25	-
3M	9.7	12,700	OSI	NO	NO	NO	NO	LOW	LOW	NO	83	2	14	8
Allergan	7.0	1,250	SBP	YES	NO	NO	NO	MEDIUM	MEDIUM	YES	76	1	14	7
UCLA	6.5	18,000	ISI	NO	YES	YES	YES	HIGH	LOW	YES	74	8	10	5
Chevron	3.7	2,300	SBP	YES	NO	NO	NO	HIGH	MEDIUM	YES	82	1	11	5

Key: CBD = Central Business District; SBD = Suburban Business District; ISI = Inner Suburb; Inland/OSI = Outer Suburb; Isolated; sbp = Suburban Business Park

<u>Employer</u>	<u>Area Type</u>	<u>% Trip Reduction</u>	<u>Travel Base</u>	<u>Weighted Average</u>
CH2M	SBP	31.2%	400	125
State farm	SBP	30.4%	980	298
Pacific Bell	SBP	27.8%	6900	1,918
				0
Varian	SBP	17.7%	3200	566
AT&T	SBO	13.4%	3890	521
Venture Co	OSI	13.0%	1850	241
				0
3M	OSI	9.7%	12700	1,232
Allergan	SBP	7.0%	1260	88
Chevron	SBP	3.7%	<u>2300</u>	<u>85</u>
			<u>33480</u>	<u>5,074</u>

Weighted 5,074 = 15.16% **Weighted Average Trip reduction**
 Total 33,480

SBP= Suburban business park, OSI=Outer suburb Isolated

EXHIBIT 1B

TDM IN PERSPECTIVE

An important consideration for the development of a TDM Program (TDMP) is the relationship between the alternatives under consideration and the proposed transportation improvements and land use plans for the area in which the development is located. In the public eye, traffic congestion is often considered an immediate problem. The solutions to this problem may include all or some of the short-term actions that have been discussed above.

WHAT CAN BE EXPECTED FROM THE TDM PROGRAM

With the right mix of TDM alternatives and strategies, the TDM Program can be very effective in reducing vehicle trips in the employment setting. TDM Programs can be tailored to specific work-site characteristics and trip making patterns. In the employment setting, information dissemination will be targeted to a well-defined set of employees and an employee "culture" can be created that re-enforces the TDM message. Experience has shown that effective TDM employer programs employ a variety of TDM alternatives and strategies each mutually supporting the overall objective of trip reduction.

THE MYTHS AND REALITIES OF TDM PROGRAMS

The evaluation of TDM Programs around the Country provide a wide range of trip reduction results. The following are the realities associated with TDM Programs:

1. *Large firms often have significant resources that can be assigned to make a TDM Program a success.*
2. *Although employer support measures are very important in supporting TDM alternatives, they are not instruments that in themselves actually change travel behavior. A truly effective TDM Program is one that provides alternatives to the traveler and then reinforces the TDM travel decision by implementing incentives and dis-incentives that are clearly perceived by the individual making the decision to travel.*
3. *Having good transit and rail service can make it easier to reduce SOV's. Where current good transit service exists, the TDM Program capitalizes on an opportunity by providing transit incentives to potential users and, experience indicates that the transit service plays a key role in meeting TDM objectives.*

4. *Flexible work hour programs can be a benefit or a liability to a TDM Program. If the target is to reduce peak hour congestion, removing vehicles from the evening peak hour will be successful.*
5. *Carpooling tends to offer modest gains in terms of vehicle occupancy relative to van-pooling or transit. In essence, it takes more carpools to reach the same level of trip reduction that can be achieved through higher occupancy means. However, carpooling can be a successful element of a TDM Program if thoughtfully incorporated and encouraged. The reason is that carpooling appeals to market segments that rely most heavily on characteristics of SOV's such as door-to-door convenience, relaxing environment, and commitment to schedule.*

DEFINING AN IMPLEMENTATION STRATEGY

Successful designs of TDM Programs call for combinations of actions and action strategies. Additionally, employer, employee and public agency participation is deemed critical to overall success. In most cases, the success of these actions relate to the level of attention paid to the details of implementation.

The key to a successful TDM Program is an effective ***implementation strategy***. Success in putting together effective TDM Programs lies in developing four basic ingredients - commitment, constituency, coordination, and continuity.

INVENTORY AND REVIEW OF TDM MEASURES

The purpose of this section of the report is to give the reader a basic reference guide on TDM measures. This section provides the basic classification of and introduction to different categories of TDM measures. This section can be viewed as a catalogue of TDM measures, with sufficient information on each measure to properly understand its nature, application, and potential. The development of a particular TDM Program must incorporate the best features of individual strategies in order to create the most effective package for addressing the needs of the site. As discussed earlier in this report, it is convenient to think of TDM measures falling into three basic categories:

1. ***Improved Alternatives*** - To reduce the demand for single-occupant vehicle travel, we must maximize the availability and quality of the basic alternatives offered to the employees. These alternatives include transit, carpooling, vanpooling, bicycle, and pedestrian systems.
2. ***Incentives and Dis-Incentives*** - Despite best efforts to eliminate the single-occupant vehicles, characteristics of current land use policy and environment obviously convey significant advantages to single-occupant vehicle users. In order to make the alternatives sufficiently attractive to

encourage their use, it is necessary to consider various inducements that could cause the traveler to re-evaluate his or her choices. These inducements range from "incentives" to non-SOV users to "dis-incentives" for SOV users and can range from informational and support actions to the alteration of existing travel time and cost relationships.

3. **Alternative Work Arrangements** - A somewhat different type of alternative to shifting travelers to HOV travel modes is shifting the time of travel for congested peak periods (such as 4-7 PM during the week).

THE "PROGRAM"

RECOMMENDATIONS

The recommended strategy to have the Transportation Demand Management Plan be most effective is two-prong - one directed internally at the Casey East project itself, and the other directed outwards towards the much larger employer based that surrounds the project. A significant component to TDMP will be the engagement of a Transportation Management Advocate (TMA) coordinate the various elements of the program.

It is suggested that Peggy Schwartz, Director, Bethesda TDMA, be contacted to provide consulting services. (301-770-8108)

CASEY EAST

The site has many design features which assist in reducing dependence on the automobile; pedestrian oriented streets, on-street parking, and buildings close to streets to assist in making the Development Plan "Pedestrian Friendly". The mixed-use nature of the project also works to minimize peak hour trips through critical intersections. However, because of (i) that the mixed-use nature of the proposed project, (ii) the phasing of the office building to the interchange, and (iii) the development orientation towards restaurant, retail and residential in the initial phase rather than office, TDM Plan measures for Casey East will have less impact than projects that are 100% office.

Nevertheless, the employers and employees within the project should be engaged by the Transportation Management Advocate (coordinator) on the appropriate levels, including:

- Ride-sharing
- Proper positioning of bus shelters
- Easy access to Ride-On and MARC information
- Bike racks
- The office building should install a kiosk or message board to provide information to employees and customers regarding transit opportunities.
- The office building should install both male and female changing areas and showers to encourage walking, jogging, and bicycling.

Please see the pages in Appendix A for contact information on area TMA's.

SURROUNDING EMPLOYERS

The primary focus of the program will be the hundreds of surrounding employers and the tens of thousands of their workers. Thus, the major role of the Transportation Management Advocate is to work to influence IBM, Lockheed, and the hundreds of other employers in the area to start implementing trip reduction measures.

PROGRAM DETAILS

1. The TMA's role is to educate and advocate for better use of the existing roads and intersections serving the proposed development.
2. The TMA could be an employee of the City or BP.
3. The TMA would be responsible for:
 - a) Information: Gathering and updating traffic and transportation information into a reference library, including
 - i. Existing traffic conditions at the critical intersections impacted by the proposed project,
 - ii. Existing traffic reports prepared by the State, County and private traffic groups,
 - iii. Background information and most current plans available for the proposed regional and local road and transit improvements affecting the proposed critical intersections, and
 - iv. Information on existing MARC, Metrorail, Ride-On, and Metrobus routes and schedules.
 - b) Employer Advocacy:
 - i. Meeting with the existing employers in the area and
 1. Providing information for current MARC, MetroRail, Ride-On and Metrobus schedules.
 2. Advocating for the adoption of trip mitigation measures, including tools such as:
 - a. Designed preferential van parking spaces,
 - b. Sharing ride share information with other employers thru shared databases.
 - c. Bike racks and showers.
 - d. "Free cab home" on days when employee is required to stay late.

- e. Coordination of shuttle buses provided by employers to Metro and MARC, permitting other nearby employers to share the shuttle bus.

c) Governmental Advocacy:

- i. Meet with County, State and Federal officials to gather current information on proposed road and transit improvements in the impacted area;
- ii. Coordinate with City and developer to engage necessary professional advocates to lobby for an accelerated schedule for the proposed transportation improvements.
- iii. Work with Metrobus to increase frequency on bus trips to and from the existing MARC and MetroRail Shady Grove station servicing the large existing employer base in the area. Coordinate convenient bus stop placement for these lines.
- iv. At the existing underutilized "Park & Ride" lots in the City, advocate for increased frequency of bus pickups times, with convenient trips to the major employer destinations.
- v. Gather and review current legislation from progressive jurisdictions that have enacted Mandatory Traffic Management District Plans for review by the City.

THE "TOOLBOX"

Transportation Demand Management or TDM, as it is popularly known, describes a wide range of actions that are geared towards improving the efficiency of travel demand. This report provides not only a basic understanding of what TDM is, but how to design and evaluate these programs which have the optimal potential for success. In the appendix, this report catalogues and presents detailed informational profiles on each of the potential TDM measures that may be suitable in the future. These measures are identified as follows (see appendix):

1. Improved alternatives to the Single-Occupant Vehicle (SOV)
 - a. Transit improvements (bus and rail)
 - b. Carpooling
 - c. Improved site design elements including pedestrian and bicycle facilities
2. Incentives and Dis-Incentives
 - a. Employer support measures
 - b. Preferential High-Occupancy vehicle treatments
 - c. Transit and ride-sharing incentives (reduced fares)
 - d. Parking supply (reduce or charge for parking)
3. Alternative Work Arrangements
 - a. Variable work hours/alternative work schedules

TDM Programs are designed to maximize the people moving capability of the transportation system by increasing the number of persons in the vehicle, or by influencing the time of, or need to travel and encouraging the use of modes other than SOV's. To accomplish these types of changes, TDM Programs must rely on incentives or dis-incentives to make these shifts in behavior attractive. The application of such TDM alternatives and the implementation of supporting strategies can occur at different levels under the direction of a variety of groups.

TDM strategies include improvements in alternative modes of transportation, financial or time incentives for their use, information dissemination and promotional activity, and supporting services that make the use of such modes more convenient or remove psychological impediments to their use. Examples of these TDM strategies include:

- Financial or time incentives that include preferential parking for ride-sharers, subsidies for transit riders, and transportation allowances.
- Priority treatment for ride-sharers, such as provision of preferential access and egress to parking lots.

- Information and marketing, such as on-site availability of transit schedules, and guaranteed ride-home programs.

TDM Programs can also include alternatives to influence when travel occurs during a day. These efforts are usually classified as alternative work hours and include:

- a. Compressed work weeks.
- b. Flexible work schedules, which allow employees to shift their work start and end times to less congested times of the day.

IMPROVED ALTERNATIVES

Pedestrian Facilities, Shuttle Buses, Bicycle and Site Improvements

As an incentive for transit riders and walkers, detailed pedestrian paths will be constructed throughout the site to provide pedestrian paths to the major roadways adjoining the site.

DESCRIPTION OF STRATEGY

Bicycling and walking are often overlooked as serious travel options in the United States. In older U.S. Cities and in Europe, these modes constitute a very important part of the transportation system. In the modern suburban environment that characterizes most metropolitan areas, these modes seem out of scale and sometimes out of place. Distances between residences and activities are often discouraging to pedestrians and bikers. Further, these distance barriers are magnified by environmental design factors that either prevent direct passage or that put pedestrians or bikers in conflict with vehicular traffic. Hence, biking and walking seem inappropriate to the environment and are typically not given great weight in transportation planning or policy schemes. The Plan has been carefully designed to minimize these barriers and encourage pedestrian and bike travel. There are three important ways in which bike and walk modes might be pushed into greater service in the TMD Program for Casey East:

- As a primary mode: Realistically, more people could use biking or walking as a primary mode instead of driving if given appropriate opportunity and encouragement. Due to favorable weather conditions 6 to 9 months of the year, this mode of transportation can logically be appropriate. There will be customized paths along University Boulevard, Casey East Parkway and Rollins Ford Road.
- As a feeder mode: Bike and walk can be an effective medium to connect with transit (or ridesharing) modes for longer trips, again, if given appropriate opportunity and encouragement. Even with the limitations presented by the environment, it is reasonable to conclude that rates of biking and walking, particularly for non-recreational purposes, are considerably less than their potential. If greater advantage could be taken of situations where biking or walking are legitimate alternatives, the impacts on traffic levels and air quality would become substantial.

What type of person is likely to consider biking or walking? Generally, they follow the three classes:

- Income: Persons and households with severe income limitations may have to walk or bicycle out of necessity.

- Preference: Persons who have walking/biking as a convenient option and simply choose to use it which may also include persons who choose not to own an automobile or believe that walking/biking are environmentally and socially responsible choices.
- Exercise: Persons who will devote additional effort to biking or walking because it represents structured physical activity and exercise for them.

Indeed, biking or walking represents three primary benefits to users: (1) cost savings over driving or using transit, (2) opportunity for exercise, and (3) convenience if auto or transit use is unattractive because of traffic congestion, waiting, etc. The challenge in fostering greater interest in biking and walking is to try to remove or reduce some of the obvious impediments in travel by these modes and then to define ways to encourage travelers to take advantage of the benefits listed above (economic, convenience, and exercise) given the existence of these modes as reasonable options.

Obviously, not much can be done to change the individual to better dispose them to biking or walking. The travel alternatives simply must offer a tangible enough benefit in comparison to driving that the individual's perceptions, attitudes, and behavior are altered. With the provision of changing facilities, increased trail systems, storage lockers, and shower facilities conditions for biking and walking will become more favorable. It will be important to apprise employees of these options and the benefits they represent.

Carpool Programs

DESCRIPTION OF STRATEGY

Carpooling is the sharing of rides in a private vehicle among two or more individuals. The matching process involves a variety of techniques from highly sophisticated computerized matching systems to informal arrangements between two people. The matching system at a site must be one that is sensitive to specific origins, destinations, schedules, travel routes, and passenger preferences (smoking, etc.) and will be perhaps the most effective at making good matches. The finer the characteristics that need to be matched, the smaller the number of potential matches that will be possible.

NATURE OF EFFECTIVENESS FOR CARPOOLING

Carpooling implicitly acknowledges the convenience afforded by private passenger vehicles and simply attempts to increase the efficiency of the transportation system by carrying commuters and others in fewer vehicles. Carpooling requires that similar origins, destinations and schedules be coordinated to find a match. Having a sufficiently large pool of commuters and a matching database is required to find good matches for those requesting shared ride arrangements. Organized carpool programs targeted to commuters at their employment site seem to be more effective than those targeted at residential areas.

Carpooling does present disadvantages when compared to driving alone. Carpooling requires that set schedules be maintained on ride-sharing days. Carpoolers are more constrained in their ability to run errands before, after, and during work. If carpoolers meet at a common point or the passengers are picked up, travel circuitry is experienced, thus increasing commute time. Finally, while many individuals enjoy the personal interaction inherent in sharing a ride, others find carpooling deprives them of time alone. Why, then, do employees carpool? Some commuters have no automobile available to them for commuting purposes, and thus, carpool or use transit to get to and from work. In addition to appealing to those who have limited availability of a private vehicle, carpooling has been promoted as providing cost-savings to commuters by splitting the cost of driving. These costs can be substantial, especially when both the perceived out-of-pocket and the full cost of commuting are considered. The existence of incentives (preferential parking) dis-incentives (parking charges) or carpool subsidies are perhaps the greatest form of inducement. While the overall travel benefits are greatest when carpools operate five days a week, a far greater proportion of commuters can carpool on a one to two-day a week basis. This allows people to run errands or perform business using their cars on most days, but enables them to carpool at least on a part-time basis. In southern California, a recent survey revealed that 6.5% of those people who usually drive alone to work (three or more days a week) use an alternative one or two days per week.

APPLICATION SETTING FOR CARPOOLS

Carpooling seems to work best as a TDM strategy under the following conditions:

- Organized carpool programs are generally based on ride matching and marketing efforts to educate commuters about the advantages of carpooling. These programs are most effective when supported with strategies that "equalize" the commuting equation to make carpooling more attractive and/or driving alone less attractive. These strategies include:
 1. Use of High Occupancy Vehicles facilities that provide a time-saving to multi-occupant vehicles (HOV lanes).
 2. Preferential parking for carpoolers within the parking lot area offering a walking time savings and affording the carpooler with a "perk".
 3. A Guaranteed Emergency Ride Home Program to provide another supporting strategy by offering a back-up to carpoolers who need to attend a mid-day emergency.

INCENTIVES AND DIS-INCENTIVES

Employer Complementary Support Measures

RECOMMENDATION:

The developer should engage a Transportation Management Advocate who will (i) educate the local employers and employees as to the benefits of trip-reduction programs, (ii) provide support to employers and employees in the form of information, schedules, web-based coordination of ride share and public transportation facilities.

DESCRIPTION OF STRATEGY

The previous section to this report describes TDM strategies that encourage the use of alternatives to driving alone by reducing the cost, time, or "image" penalties associated with these alternatives. These strategies have been shown to be effective in attracting commuters away from SOV's, but their effectiveness is limited by commuter's knowledge of ability and willingness to use the alternatives. Driving alone is such a long standing habit for most U.S. commuters that few think of trying an alternative without encouragement and assistance. This next section of the report discusses how the effectiveness of TDM strategy can be enhanced by providing complementary programs and services that increase commuters' awareness of their alternatives, enhance the convenience of using an alternative, or reduce the need for a personal automobile during the workday.

Complimentary programs and services generally fall into two categories:

- TDM Program marketing
- Supporting activities

TDM MARKETING

Drive-alone employees must be made aware of the availability of TDM strategies, and they must be encouraged to try the various TDM alternatives. As a complimentary measure, program marketing features, dissemination of information on available TDM services, and incentive to the employees. These program marketing features will exist and become a part of the employee's "welcome package" and will, on occasion, become part of the employees' paycheck. Further, the program will be posted in the employees' breakrooms & managers' offices. Program marketing will include personalized commute planning assistance and special promotional activities that will help to increase the employees' interest in ridesharing.

Further information should include passive postings such as carpool ride match boards, information "Take One" displays, and signs to inform employees of assistance available.

In addition to general and on-demand information on TDM strategies, the TDM marketing plan should include special promotions such as periodic prize drawings, contests, awards for ridesharing or bicycle clubs, and other activities to attract the attention of employees and generate excitement about the use of commute alternatives. These types of special programs will be sponsored in conjunction with other area-wide commuter promotions, such as annual ridesharing week or Earth Day.

SUPPORTING SERVICES

Supporting services are program elements that address two concerns that employees often have about the use of commute alternatives: the fear of being stranded without transportation in the event of an emergency and the fear that use of ultimate TDM and travel mode will hinder their advancement in the Company.

- Guaranteed Ride Home Programs - (GRH) Programs also called Guaranteed Return Trip or Emergency Ride Home, are "commuter insurance." Many employee surveys have shown that an important fact in commuter's reluctance to rideshare is the fear that they will not be able to respond to a personal emergency, such as picking up a sick child at school or be stranded without transportation if they have to work late unexpectedly. GRH Programs offer free or subsidized emergency transportation, generally by taxi cab or rental car, to commuters who do not drive to work alone.
- Corporate Commitment - Corporate commitment refers to the overall level of support for the TDM Program. In general, it reflects a willingness of upper level management to devote resources to the program, provide tangible incentives, establish a "corporate culture" that supports (rather than penalizes) employees' use of commute alternatives and participation in local and regional transportation-related programs. A strong commitment typically is demonstrated by an extensive package of incentives offered to all employees, but also includes supportive work environment policies such as not holding meetings late in the afternoon. A strong commitment typically is demonstrated by an extensive package of incentives offered to commuters.

NATURE OF EFFECTIVENESS

Complimentary programs **support** mode shifts to transit or ridesharing, rather than causing the shift. Their influence on mode choice often comes after tangible economic incentives or dis-incentives have motivated the drive-alone commuter to consider alternatives to driving alone. They encourage further consideration of mode shifts by removing secondary impediments. Some of the impediments they address are real, but

many are perceptual and/or psychological impediments to giving up a personal automobile. Complimentary programs can also provide encouragements to give ridesharing a try or psychologically reward employees who do not drive alone.

An important psychological impediment to SOV alternatives is a reluctance to try the unknown. Ridersharing, transit use or other alternative travel modes to the SOV can be unfamiliar to commuters, most of whom have spent their commuting lives driving alone. A way in which complimentary programs can encourage use of alternate modes is by creating an environment in which users are seen as "special" and an asset to the company and the community. Such use can help reduce congestion and improve the environment. Promotional activities, such as certificates, awards, clubs and prizes for those who use alternate modes, rewards these socially appropriate efforts, especially when the promotional activities are highly visible. A corporate culture that supports travel alternatives to SOV's reinforces the impression that use of such alternatives as a "good citizen" activity.

ECONOMIC INCENTIVES

RECOMMENDATION

The Transportation Management Advocate should work with employers to voluntarily adopt economic incentives to encourage employee trip reduction.

DESCRIPTION OF STRATEGY

Two key factors in a traveler's decision to use one mode over another are the relative time and costs. Given the advantages of the SOV in most modern suburban travel situations, incentives are critical in any attempt to shift travelers into alternative modes of travel. These incentives are offered as encouragement to carpoolers, vanpoolers, transit riders, walkers, bicyclists, and employees who change the timing or location of their trip by means of alternative work hours. Financial incentives offered directly to employees to employers to public agencies are termed "use subsidies."

Often, these subsidies are a result of legislation passed by the local government requiring employers of a certain size to (1) have a Transportation Management and Trip Reduction Plan, and (2) provide incentives to employees to reduce SOV trips. A local example is Montgomery County's County Law 32-02, which requires employers of more than 25 submit a Traffic Mitigation Plan annually.

TDM Program incentives are most often applied to work trips. They can include incentives to use specific alternatives, such as transit or carpooling, or more flexible incentive schemes to provide subsidies to users of any alternative commute modes, such as rideshare subsidies and travel allowances. Recent studies have concluded that subsidies are a frequently present component of effective employer trip reduction programs. Most commonly, subsidies are provided by employers who, motivated by local trip reduction requirements, need to reduce peak hour travel.

EMPLOYER/DEVELOPER PROVIDED INCENTIVES

- Transit pass subsidies: Employer total or partial purchase of transit passes, tickets or tokens for employee could be provided through the Employer's Transportation Coordinator (i.e., users will receive a 40% discount on transit passes for MARC or Metro for a six (6) month period) by their employer.
- Rideshare subsidies: Rideshare subsidies generally involve a broader subsidy scheme by offering a use subsidy to any employee using a commute alternative, not just transit or vehicle riders. Rideshare subsidy offered on a daily, pay period, monthly, or annual basis represent a means to move to

more equitably implement a financial incentive by allowing employees to choose the alternative that best suit their travel needs and then apply the rideshare subsidy to that mode.

- Other financial incentives: Other financial incentives that provide a real monetary incentive to using alternative travel modes do not involve direct subsidy payment to users, but include: free or discounted fuel for pooling vehicles, free or discounted maintenance and repair for pooling vehicles, free or discounted equipment such as riding shoes, bicycle helmets. etc.

ALTERNATIVE WORK ARRANGEMENTS-VARIABLE WORK HOURS

RECOMMENDATION

Many workers are seeking increased flexibility in the workweek for personal and quality of life reasons. The Transportation Management Advocate should work with employers and employees to consider the possible benefits of staggered work hours, compressed work weeks, flex time, and other more flexible job organization to encourage employee trip reduction.

DESCRIPTION OF STRATEGY

Work hour policies established by employers govern the time period in which employees travel to and from work. Such policies influence not only the volume of employees traveling during peak traffic periods, but employee propensity to consider transit, carpooling, and other alternatives to drive alone to work. Consequently, work hours management is another important component of travel demand management.

There are three (3) types of variable work hours with potential application as demand management tools:

- Staggered work hours
- Compressed work weeks
- Flex time

Company management and corporate policies will need to influence work hours. In some instances, employees through their unions, will also determine work hours.

It should be noted that neither flex time nor standard work hours remove vehicle trips or vehicle miles traveled from the daily travel inventory, but generally only shift their timing. This is an acceptable measure for our TDM Program, but not a solution for air quality problems.

Memorandum of Agreement for the Dedication of Land, Design, Development and Construction of Watkins Mill Road

This Memorandum of Agreement for the dedication of land, design, development and construction of two segments of Watkins Mill Road is made this ____ day of _____, 2006 among BP Realty Investments, LLC ("Developer"), the City of Gaithersburg (the "City"), and Montgomery County, Maryland (the "County"). Segment 1 of Watkins Mill Road will extend from the limit of the existing Watkins Mill Road on the west side of I-270 to the southbound ramps of the planned Watkins Mill Road Interchange at I-270 ("the State Project"). Segment 2 will extend from the existing intersection of Watkins Mill Road at MD 355 to the northbound ramps of the same interchange. The two segments conform to the County's adopted master planned alignment and are referred to as "the Project".

The City, the County and the Developer agree to participate in the dedication of the right-of-way, design, development and construction of the Project, and to work together and individually with the State towards the acceleration of the final design and construction of the State Project.

1. In consideration of the County entering into this Memorandum of Agreement, advancing its timing for the construction of the Project, and in satisfaction of land use approvals by the City, Developer agrees to do the following:

(a) At no cost to the County or the City, dedicate to the County the right-of-way for the Project as shown on Attachment A attached hereto.

(b) At no cost to the County or City, proceed with the engineering design of the Project, the permitting of the Project and the coordination with the State of the Project with the proposed State Project.

(c) At no cost to the County or the City except as herein stated, proceed with the construction of the Project as further described herein; and

(d) Dedicate all the land required for the construction of the 6th District Police Station, as generally shown on Attachment B. Final location for the Police Station will be determined upon approval of a schematic development plan that the Developer has been working on with the City. Any change in location of the land for the 6th District Station from the location shown on Attachment B shall be subject to approval of the County.

2. (a) The parties agree that the County will assist in plan review for the four-lane bridge over the CSX tracks and cursory review for both segments of Watkins Mill Road Extended. The City of Gaithersburg will issue the permits and be responsible for inspections of the bridge and both segments of the road.



(b) Upon completion of the road, the County will assume ownership and maintenance; the City will be responsible for snow removal of the Project for a period of ten (10) years or until such time as the road is turned over to the State Highway Administration, whichever is less.

3. (a) Subject to appropriation of funds for the Project, the County will participate in the cost of construction of the Project by contributing to the actual third party hard costs of construction for the cost of two lanes of the six lane section of Segment 1 and to the actual third party hard costs of construction for the cost of four lanes of the six lane section of Segment 2. Total contribution by the County, including all financial contributions by the City including Impact Taxes generated in the City of Gaithersburg will not exceed \$15,000,000. Notwithstanding the foregoing the County will not participate in the costs of any of the right-of-way, nor any costs for oversight or management of the Project. The County's funds will be used exclusively for third party contract costs.

(b) The City agrees to participate in the cost of the two segments of the Project by earmarking for the project, as part of the County's total contribution, all the Impact Taxes being held by Montgomery County on the date of this agreement generated within the City of Gaithersburg and those Impact Taxes to be generated by the following developments: Casey East, Casey West, the Monument Office Park, and the McGowan tract. ~~In addition, the City will contribute to the cost of the County's participation, the amounts collected as permit fees for the plan review and inspection services provided by the City for the construction of the Project.~~

(c) Developer agrees to cover all costs of land, design, development and construction of the Project.

(d) The County and the City will pay their share of costs pursuant to a Subdivision Roads Participation Agreement to be entered into between the parties and reflecting the terms set out herein.

(e) The Developer acknowledges and agrees that the County can only participate in the construction costs of the Project if the contracts for the Project follow the standard participation process in the County, which includes a public bid process. The Developer may elect to proceed with Segment 1 at its own cost. If so, the parties agree to discuss the actual scope of the work by the Developer, so the remaining part of Segment 1 can be programmed by the County in the near future. The County also agrees to negotiate an increase in their cost participation for Segment 2, if the developer agrees to build the entire Segment 1 at his total cost.

(f) The Developer understands and agrees that the engineering, construction management, bond and permit fees are not included in the term "construction cost", and that these costs, along with all other soft costs and management costs are the full responsibility of the Developer. Costs incurred by the

Developer in the construction of the Project will be eligible for Impact Tax Credits, in accordance with existing County Law and procedures. The County's participation will only be for its share of third party construction costs incurred pursuant to a public bid process and a contract that has been approved by the County.

4. Upon approval of the Developer's schematic development plan request on the East side, he will dedicate, at no cost to the City, the County or the State all of the right of way Developer controls for construction of the Interchange ramp located on the north-east quadrant of the Interchange. With this dedication, the City will control the complete right of way for two of the quadrants and portions of the right of way for the remaining two quadrants needed for the construction of the Interchange.

5. The City agrees to turn over all the right of way it controls to the State, at no cost to the State or the County, for the construction of the I-270 Interchange at Watkins Mill Road. In addition, the City commits to request the dedication of the remaining right of way for the Interchange at the time when development proposals are submitted to the City. That right of way, if dedicated to the City, will be also turned over to the State, at no cost.

6. The Developer, the County and the City agree to cooperate to encourage the State of Maryland to accelerate design and construction of the State Project, and once constructed and opened to traffic to have the State ultimately take over the ownership and maintenance responsibility for the entire Watkins Mill Road, from Clopper Road (MD 117) to Frederick Road (MD 355). To that effect the parties agree to have the segments designed to State of Maryland standards and specifications.

7. The parties further understand and condition this Memorandum of Agreement by the following clauses:

(a) Development approvals by the City of the Developer's plans for the Casey West ~~[SDP-05-002]~~ and Casey East [SDP-05-003].

(b) The County's participation in the cost of the Project is subject to appropriation and such costs are not included in the current Capital Budget. Funding for the Project will be requested following a preliminary determination of total costs. Funds will only become available upon appropriation by the Montgomery County Council.

(c) The City's participation in the cost of the Project is subject to negotiation with the County, and to appropriation by the appropriate City process.

(d) A formal Subdivision Participation Agreement will be entered into within ninety calendar days of funding approval or schematic development plan approval, whichever comes last.

Agreed by:

BP Realty Investments LLC

Date

Montgomery County

Date

City of Gaithersburg

Date